



Iowa Department of Human Rights

Administration and Regulation Joint Subcommittee

Budget Presentation

Tuesday, January 31, 2012

Leadership should be born out of the understanding of the needs of those who would be affected by it~~Marian Anderson

Vision

The Iowa Department of Human Rights (DHR) is the **results-oriented leader** in creating a more **inclusive and productive Iowa** where a society of economically independent individuals and engaged citizens contribute to the improvement of their communities.

Mission

To ensure basic rights, freedoms, and opportunities for all by **empowering underrepresented Iowans and eliminating economic, social, and cultural barriers.**

There is no meaningful equality without equity. Equity requires that we level the playing field. That is the mission of the Iowa Department of Human Rights (DHR). We work to create opportunities and remove barriers for vulnerable Iowans. At the personal level, the emphasis is on helping individuals attain economic independence by ensuring access to government services and advancing educational achievement and entrepreneurial success consistent with their aspirations.

At the organizational level, DHR will advocate for underrepresented Iowans and foster hope within our communities by educating individuals, businesses and government entities about the needs, rights and responsibilities of all Iowans. As a state agency, we have a special responsibility to ensure accessibility to government in order to improve Iowans' quality of life.

We focus our efforts on ideas that have the power to reshape the way Iowans think about their responsibility to themselves and one another, and the ways academic achievement and civic engagement can encourage youth to think for themselves.

- identify opportunities where DHR's resources can benefit underserved Iowans in significant and measurable ways
- develop innovative, research-based programs leading to practical, sustainable solutions that are widely accepted and implemented
- partner with others to leverage our resources and capabilities

Iowa Department of Human Rights

Table of Organization



- Public Information
- Policy Coordination
- Administrative rules coordination
- Fiscal Services
- Budget development and tracking
- Personnel/human resource functions
- Strategic planning
- Liaison to DHR Board

- Advocate for and empower underrepresented Iowans by eliminating barriers
- Develop and facilitate culturally specific training
- Provide information and referral services to citizens, state agencies, and the business community

- Training and technical assistance to community organizations
- On-site program monitoring of grantees

- Manage the Criminal Justice Information System (CJIS) Initiative
- Distribute federal juvenile justice funds to local jurisdictions
- Analyze and evaluate justice system operations

- State and local grants management

- Operate Justice Data Warehouse

Iowa Department of Human Rights

Table of Organization

By Division Holding Authorized FTEs

CENTRAL ADMINISTRATION	
1	Department Director
1	Executive Secretary
1	Budget Analyst 3
2	Accountant 2
.10	Information Specialist 5
.05	Executive officer 3
.20	Secretary 2

COMMUNITY ADVOCACY and SERVICES	
1	Deputy Director (PSE4)
3	Executive Officer 1
1	Executive Officer 3
3	Disabilities Consultant 3
3	Program Planner 2
.80	Secretary 2

CRIMINAL & JUVENILE JUSTICE PLANNING	
1	Administrator
2.9	Information Tech Specialist 5
1.95	Executive Officer 3
2	Executive Officer 2
1	Budget Analyst 2
1	Program Planner 2
1	Administrative Secretary
4	Justice Systems Analyst
1	Statistical Research Analyst 3

COMMUNITY ACTION AGENCIES	
1	Administrator
0	Executive Officer 2
1	Administrative Assistant
1	Accountant 2
1	Budget Analyst 2
10	Program Planner 3
1	Program and Planning Administrator

Department Structure

The department undertook statutory reorganization in 2010 as part of the omnibus government reorganization bill, SF2088. The Department has significantly streamlined its administrative functions and is better aligned to pursue an integrated strategy to achieve its vision of a more productive and inclusive Iowa. Prior to this change in Iowa Code, each division administrator was appointed by the governor and functioned independently. San Wong, the third director of the department in a 12-month period, was appointed in July of 2011. Her predecessors, Director Daniels and Director McGee, were not in their positions long enough after the revision of Iowa Code 216A to implement the necessary transformation from legislation to organizational and structural change. That change is now being steered by the DHR executive team.

DHR is comprised of three divisions (Community Action Agencies (DCAA), Community Advocacy and Services (CAS), and Criminal and Juvenile Justice Planning (CJJP)), each of which is supported by a central administration. In addition to the Director, the department's work is propelled by the executive team, which includes the division administrators for DCAA, CAS, CJJP, Executive Secretary/PIO/Policy Coordinator, and Budget Analyst.

The executive team meets each week to monitor and discuss programs, initiatives, issues and opportunities at both departmental and division levels. There is a keen recognition that partnerships and leveraging resources are fundamental to our success and we are conscientiously moving towards crossing functional lines.

Community Action Agencies

The Division of Community Action Agencies (DCAA) is responsible for the administration of federal and state programs operated through a statewide network of community action agencies (CAA) and other community-based organizations designed to foster self-sufficiency of Iowa's low-income citizens. This network of 18 local CAAs and other local organizations serve as advocates for low-income, elderly and disabled residents in all 99 counties in the State of Iowa with a variety of programs with a common goal: Helping People, Changing Lives. DCAA administers the following initiatives:

- The federal **Community Services Block Grant (CSBG)**, provides support for Iowa's 18 community action agencies to create, coordinate, and deliver a wide variety of programs and services to low-income Iowans, including health, education, housing, employment, nutrition, emergency services, community linkages, and other self-sufficiency efforts. In FFY 2011, agencies served over 136,735 families and 353,430 individuals.
- The **Family Development and Self-Sufficiency (FaDSS)** program serves Iowa families that are receiving FIP and are at risk of long-term economic and family instability. This evidence-based model provides comprehensive services through certified Family Development Specialists to over 3,000 Iowa families with 5,500 children last year to assist them in moving to self-sufficiency.

- The federally funded **Low-Income Home Energy Assistance Program (LIHEAP)** is designed to assist qualifying low-income households in the payment of a portion of their winter heating costs, and to encourage energy conservation through client education and weatherization. The program has two additional components: Assessment and Resolution and Emergency Crisis Intervention Program (ECIP).
- The federal **Weatherization Assistance Program (WAP)** provides comprehensive energy efficiency and health and safety measures for low-income households, particularly those with elderly, disabled, and families with children.
- The **Individual Development Accounts (IDA)** program is designed to encourage low-income working Iowans to establish savings accounts for long-term asset development that lead to family self-sufficiency. Participants can qualify for up to \$2,000 in state matching funds to pay for higher education or job training costs, purchase a home, start a small business, or pay for emergency medical costs, an automobile, or assistive technology. Savers also participate in financial education courses and asset-specific education.

Community Advocacy & Services

The Division of Community Advocacy and Services (CAS) is a new division created under reorganization of the Department of Human Rights to support and streamline services to our diverse customer base. CAS helps the State of Iowa to efficiently and effectively fulfill its commitment to diversity. Whether helping persons access interpreting services so they can receive health care, educating Iowans in the private sector about the value of employing persons with disabilities, or promoting laws and policies to eliminate discrimination and create equity, CAS staff offer individualized and responsive services that build a bridge between underserved and underrepresented Iowans and government.

CAS houses seven offices that work together to study issues affecting groups of Iowans who have a history of being marginalized. Each office administers programs and advocates for policies that support greater success for its customer populations. In addition, each office is responsible for collecting and analyzing data about customer populations. These data assist in determining programming and helps to expand culturally affirmative services throughout state government.

Office of Asian and Pacific Islanders

Office of Deaf Services

Office of Latino Affairs

Office of Native Americans

Office of Person with Disabilities

Office on Status of African Americans

Office on Status of Women

Criminal & Juvenile Justice Planning

CJJP has responsibility for a wide variety of research functions, including operation of the Justice Data Warehouse, the Criminal Justice Information System (CJIS) effort, and the Statistical Analysis Center, which conducts justice system research and completes correctional impact statements on proposed legislation. This division provides decision support information (by carrying out research, policy analysis, program development and data analysis activities) to assist policy makers, state agencies, and others address issues and opportunities in the justice system. The division also acts as the conduit for federal juvenile justice funds to state and local agencies, thereby supporting many local juvenile justice initiatives.

DHR Board and Commissions

DHR strives to be an example for culturally affirmative citizen governance. The work of the department staff of 48 is also guided and supported by a network of 100-plus Iowans who serve on DHR's diverse boards, commissions, and councils. The newest of these, which resulted from the 2010 reorganization, is the DHR board, which is made up of 16 members, including 11 voting members and five nonvoting members. The voting members consists of nine members selected by each of the nine permanent commissions and councils (the commission of Latino affairs, commission on the status of women, commission of persons with disabilities, commission on community action agencies, commission of deaf services, criminal and juvenile justice planning advisory council, commission on the status of African Americans, commission of Asian and Pacific Islander affairs, and commission of Native American affairs) within the department, and two additional voting members, appointed by the Governor. The nonvoting members consist of the department director, two state representatives - one appointed by the Speaker of the House of Representatives and one by the Minority Leader of the House of Representatives - and two state senators, one appointed by the Majority Leader of the senate and one by the Minority Leader of the senate. The creation of this new DHR Board has permitted voices from all the Department's constituencies to be involved in the creation of the Department's strategic plan.

Role of the Department

While the three divisions in the Department of Human Rights engage in very different activities, what connects us all is our mission to empower underrepresented Iowans and others who serve them. The nature of our work requires that we take into account the unique needs of the different populations we serve. Our staff has a broad understanding of the common challenges faced by underrepresented Iowans along with in-depth experience and expertise in specific vulnerable populations.

Our department has four major roles:

(1) Direct Programs and Services

- Administer state and federal programs to help low-income families become self-sufficient;
- Assist underrepresented Iowans in receiving fair and legitimate opportunities to obtain/maintain employment or entrepreneurial endeavors;

- Coordinate positive youth development (PYD) trainings and technical assistance for youth workers, youth, and state agency personnel to infuse PYD into all youth supports and services.

(2) Grants Management Responsibilities

Two DHR divisions, in addition to Central Administration, are involved in grants management, both as the recipient of grants and granting agencies. CAA and CJJP grants management involves a variety of responsibilities, including:

- As a grantee:
 - Preparing grant budgets and applications for funds;
 - Preparing regular and final grant progress and financial reports.
- As a grantor:
 - Establishing grant selection criteria and priorities;
 - Reviewing grant proposals & selecting grant recipients;
 - Monitoring grant activities to ensure consistency with the approved grant proposal and compliance with federal and other requirements;
 - Monitoring grant expenditures to ensure consistency with approved grant proposals and compliance with federal and state statutes;
 - Providing ongoing programmatic and fiscal training and technical assistance to grantees;
 - Interpreting and complying with all state and federal statutes, rules, and regulations, including Office of Management and Budget (OMB) Circulars and Uniform Administrative Requirements for Grants;
 - Developing appropriate partnerships with local, state, federal and private sector organizations to enhance the effectiveness of the programs;
 - Leveraging grants to attract additional public and private resources;
 - Providing staff support for oversight boards, commissions, and councils.

(3) A resource for decision support information

- Utilize data to support public safety and to better understand trends in criminal and juvenile justice;
- Serve as a resource (information/data, access, perspective) to legislators, state agencies, organizations that serve our constituents, and the general public;
- Provide training to help build the capacity of community organizations, including fiscal management, understanding federal rules, performing needs assessments, strengthening board governance, outcome measurement strategies, and providing technical training for residential energy efficiency.

(4) Advocacy

- Provide technical assistance to organizations and communities addressing specific and unique needs in each of these constituent groups;
- Provide insight and improve access to state agencies that have a primary responsibility for serving underrepresented Iowans;

- Uncover and monitor emerging issues affecting vulnerable Iowans and convene appropriate individuals, organizations, and local and state agencies to address these issues;
- Initiate or encourage proactive initiatives that address these issues.

FY2012 Sources of Funding for DHR

In addition to the FY2012 General Fund appropriations, DHR will receive a total of \$105.8 million in federal funding for grants and programs we administer. Federal funding for the federal Low-Income Home Energy Assistance Program and the Weatherization Assistance Program was cut 24% and 60% respectively for FFY12. Juvenile Justice funding has been cut about one-third, including elimination of the Enforcing Underage Drinking Laws (EUDL) program.

Area	State	Federal	Other	Total
CA	206,103	0	513,013	723,498
CAS	1,028,077	244,424	114,935	1,443,432
CJJP	3,191,079*	2,456,452	246,200	5,894,136*
DCAA	0	103,079,270^	8,229,300	111,337,260
Total	4,425,259*	105,798,992^	8,945,472	119,398,326*^

- *Includes \$2,167,187 in infrastructure funds for the CJIS project
- ^Includes \$22,259,414 that is part of 3-year \$80M ARRA funds that end in March 2012
- ARRA-American Recovery & Reinvestment Act of 2009
- CA-Central Administration
- CAS-Division of Community Advocacy and Services
- CJIS-Criminal Justice Information Sharing
- CJJP-Division of Criminal and Juvenile Justice Planning
- DCAA-Division of Community Action Agencies

FY13 Governor's Budget Recommendation

The Governor is recommending FY2013 General Fund appropriations of \$2,258,072 for the Department of Human Rights. This is no change compared to estimated FY2012.

	Actual FY2011	Estimated FY 2012	Gov Rec FY 2013	Gov Rec vs Est. FY 2012
Central Administration	\$ 250,480	\$ 206,103	\$ 206,103	\$ 0
Community Advocacy & Services	\$ 1,120,915	\$ 1,028,077	\$ 1,028,077	\$ 0
Criminal & Juvenile Justice Planning	\$ 1,141,883	\$ 1,023,892	\$ 1,023,892	\$ 0
Total Dept. of Human Rights	\$ 2,513,278	\$ 2,258,072	\$ 2,258,072	\$ 0

Federal Funding Update

DHR received over \$105,000,000 in federal funds for our various programs.

LIHEAP

Iowa's FFY11 LIHEAP allocation was \$71.6 million. Our FFY12 appropriation is \$54.8 million. This represents a 24% or \$16.8 million reduction for Iowa. This is due to a cut in the total federal appropriation from \$5.1 billion to \$3.5 billion. This will result in the average one-time household benefit for Iowans to fall from \$560 last year to \$420 this year.

Through December, the program is on pace to match last year's level of over 95,000 qualified households, the second highest number on record, in spite of the mild winter thus far.

Weatherization

Iowa's FFY11 appropriation was \$3.8 million. Our estimated FFY12 appropriation is \$1.5 million. This represents a 60% reduction. The federal appropriation goes from \$174.3 million in FFY11 to \$68 million in FFY12, a 61% reduction. HOWEVER, the federal legislation gives Dept of Energy authority to deviate from the normal allocation formula, so it is possible that Iowa will ultimately receive more or less than this estimate. We have not yet heard from DOE on our funding allocation. Best guess- 60% reduction.

Iowa Client Assistance Program

The program has been awarded \$124,204 in funding for the Federal Fiscal Year of 2012, which began October 1, 2011 and runs until September 30, 2012. The funding is received from the Rehabilitation Services Administration (RSA), Office of Special Education and Rehabilitation Services (OSERS), U.S. Department of Education.

Statistical Analysis Center (SAC) Funding

In recent years the SAC has received a variety of funds from federal grants to support evaluation activities. The only funds specifically designated for SAC use come from the federal Bureau of Justice Statistics. During the last two fiscal years these funds have amounted to \$75,000, essentially supporting one staff person. While the potential size of the award remains the same for FY13, there is likely to be increasing competition for funds in excess of \$60,000 due to reductions in available federal funds. Projections suggest that SAC funds from federal grants and contracts will drop to \$140,000 in FY12 from \$200,000 in FY11.

Juvenile Justice Funding

There will be significant cuts in available funds from the Office of Juvenile Justice and Delinquency Prevention in FFY12. These funds are typically used in Iowa during the federal fiscal year AFTER they are awarded, so FFY12 reductions will begin having an impact in October of 2012. Funds available for staff support are expected to drop from \$90,000 in FFY11 to about \$19,000 in FFY12. Pass-through funds (sent to local jurisdictions through an allocation process) are expected to drop from about \$1.4 million to \$700,000.

Additional federal support has been available to local jurisdictions under competitive federal grants which have been received by CJJP acting on behalf of local jurisdictions or under contracts with other state agencies. In FFY12 these funds are expected to rise somewhat (from \$48,000 to \$54,000).

CJIS Funding

CJIS has received a variety of support from federal grants since its inception. Some of these have provided support for in-house staff, others have not. In FY11, CJIS received approximately \$33,000 in federal funds for staff support. There is no money expected in FY12 for this purpose. One current federal grant is in effect (total grant award \$472,000), but none of these funds provide for staff support.

The FFY13 appropriations are unknown at this time, as Congress has only begun its deliberations on the 2013 budget.

Department Highlights

Below is a sampling of the diverse projects, initiatives, outcomes and impacts that represents the work of three divisions of DHR:

- Programs administered by DCAA served 353,430 Iowans in FY11 with health, nutrition, housing, family development, energy, emergency services, and other self-sufficiency efforts.
- CJPJ has also been the conduit for federal funds from the Enforcing Underage Drinking Laws (EUDL) program. Iowa recently received national recognition for its comprehensive approach in using these funds due to a new effort to develop statewide collaboration between the Iowa State Patrol and local jurisdictions. EUDL funds are being discontinued in FFY12, however, so federally-funded efforts to control underage drinking will cease next September;
- The CSBG assisted local agencies in leveraging over \$252 million in additional federal, state, local, and private funding. Local agencies also leveraged over 11,297 volunteers who contributed over 330,000 volunteer hours to their communities during the year.
- The Weatherization program created or retained over 350 jobs while implementing over \$80 million in American Recovery and Reinvestment Act (ARRA) funding.
- The Low-Income Home Energy Assistance Program provided assistance to 95,018 Iowa households in FY11, providing an average one-time benefit of \$560 per household.
- The Criminal Justice Information System (CJIS) project has begun improving the quality and timeliness of justice system information, thereby improving public safety, eliminating data entry errors and redundant data entry; providing complete, current and timely data; improving the ability to evaluate policy decisions and changes; improving data retrieval response time; providing for better, more informed decision making; and improving the operational effectiveness of existing systems. Iowa's CJIS project is in the forefront of such projects nationally. In the last year Iowa CJIS project has added two new national innovation awards to the one received several years ago.
- The Client Assistance Program (CAP), within the Office of Persons with Disabilities, provides information to underserved individuals with disabilities regarding the benefits and services available to them under Title I of the ADA as Amended to help them find

and keep employment. All services provided by CAP are available to students with disabilities who are applicants or clients of Iowa Vocational Rehabilitation Services or the Department for the Blind to insure they have appropriate transition plans to allow them to be successful in school and as they transition to integrated employment.

- DCAA was successful in leveraging \$780,096 in additional resources for LIHEAP households through an increase in the participation in the FCC Telephone Lifeline program.
- In FY11 the 1,633 families exiting the FaDSS program increased their average monthly income from wages from \$104 to \$358. For families that were employed at time of exit, average monthly income from wages had increased to \$1,087 at the time of exit from FaDSS.
- The 11-member governor-appointed Native American Commission, representing individuals from numerous tribes including Ponca, Winnebago, Oglala Lakota, Blackfoot, Cherokee, Citizen Potawatomi Nation, Meskwaki, Lumbee, Dakota, and Omaha, created a representative logo which was in turn used to produce a flag that was displayed in the Governor's Office in honor of Native American month this past November. It will also become part of a permanent display at the State Capitol in the near future.
- The Office of Deaf Services, in collaboration with the State Fire Marshal's Office, partnered to provide 50 visual smoke alarms for children who are deaf or hard of hearing to commemorate the 100th anniversary of the State Fire Marshal's Office and to meet this need of the deaf and hard of hearing community.
- The Refugee Green Card Project provides services to refugees seeking to adjust their status from refugee status to Lawful Permanent Resident status by organizing and administering Refugee Adjustment of Status Clinics, developing a General Guide for Application for Permanent Resident Alien Card, conducting ongoing training for refugee groups and volunteers statewide, and providing ongoing individual assistance to refugees applying for Lawful Permanent Resident documents. This project, which has served 251 people since its start in January, 2011, consists of monthly clinics, ongoing immigration assistance, and community outreach. .
- In its fifth year, the Iowa Youth Congress (IYC) is a civic leadership development opportunity for Iowa high school students. With a special emphasis on recruitment of minority students, the program reaches out through regional meetings to teach students about developing policy issues from grassroots ideas, collaborating across diverse populations, and contributing to public life. The IYC culminates in a Mock General Assembly for 100 students, who prioritize their issues and debate various points of view.
- Deaf services staff created a DVD in American Sign Language (ASL) with captioning about employment, how to search for new jobs, etc. The DVD was distributed to members of the deaf community, Independent Living Centers, and

organizations/agencies who serves deaf and hard of hearing consumers such as Iowa Association of the Deaf.

- The Weatherization Assistance Program served over 4,599 homes, resulting in an estimated average \$340 in annual savings per home in Program Year 2010-11.
- Achievement of education goals is a key component to increasing long-term family income. In FY 2011, 324 FaDSS families achieved a major education goal, including 127 GED/HS Diplomas, 106 Certification Programs, 64 Associate Degrees, and 27 Bachelor's Degrees.
- The Individual Development Accounts program has allowed 32 savers to make asset purchases, including 15 homes, four for education, four for businesses, eight for vehicles, and one for assistive technology. Another 17 savers are currently enrolled. All available funds for the regular IDA's are now committed, and there is a waiting list of eligible participants pending available matching funds.
- Programs administered by DCAA have developed performance evaluation systems that are models for the country. For example, Iowa's Results Oriented Management and Accountability (ROMA) system for the Community Services Block Grant provides for the collection and analysis of a range of data that allows for program evaluation and improvement. The Family Development and Self-Sufficiency (FaDSS) program has established the Matrix of Family Progress which allows for measurement of family change and progress toward self-sufficiency and return on investment analysis. Iowa's annual performance evaluation of the Weatherization program will be the basis of much of the national evaluation system now being developed by the U.S. Dept. of Energy.
- The State of Iowa Youth Advisory Council (SIYAC); has been established in the Code of Iowa to develop more effective policies, practices, and programs for youth. SIYAC consists of youth between 14 -21 years of age who reside in Iowa, with the purpose to foster communication with the governor, general assembly, and state and local policymakers regarding programs, policies, and practices affecting youth and families; and to advocate for youth on important issues affecting youth.

Collaborations & Partnerships

DHR recognizes that partnerships and leveraging resources are keys to success, especially for a small agency. A guiding principle for the department is that of collaboration - the sharing of expertise and resources to accomplish mutual goals, with a variety of partners within and beyond state government. This positions DHR in the organizational structure of state government to contribute significantly to its success and to achieve our goals to be a results-driven, customer-focused, collaborative agency that is accountable to citizens and policy-makers. A few examples of such collaborations in recent years include:

Within DHR:

- Establishing initiatives to enhance community action outreach and coordination efforts with Asian language, Spanish-speaking, deaf, and disabled populations;

- Coordinating and enhancing youth initiatives within DHR;
- Sharing and cross-training fiscal monitoring, auditing, and contract administration staff;
- Supporting weatherization services for domestic violence and homeless shelters;
- Providing translating services and employment information during plant closings;
- Providing federal juvenile justice funding to support activities geared toward support and improvement of programming for girls in the juvenile justice system;
- Providing data pertaining to the constituencies of CAS offices on their involvement in the justice system;
- Representing DHR constituencies on the CJJP Advisory Council and the Juvenile Justice Advisory Council's DMC subcommittee

With Other State Agencies:

- Maintaining an ongoing partnership with Department of Human Services and Iowa Workforce Development to administer the Family Development and Self Sufficiency Program;
- Serving on the Iowa Family Support Leadership group at Iowa Department of Public Health, the Family Support Standards Work Group, and Chairing the Professional Development Work Group;
- With Division of Latino Affairs, Governor's Office, the Department of Economic Development, and local community action agencies, implementing emergency responses to immigration raids;
- Serving on the Early Childhood Iowa (ECI) Professional Development and Quality Enhancement subcommittees and the ECI Congress planning committee;
- With Iowa Utilities Board and private telephone companies, establishing a Telephone Lifeline component to the LIHEAP program, resulting in over \$7 million of additional federal dollars coming to Iowa;
- With Department of Elder Affairs, increasing outreach to elderly citizens for energy assistance;
- Assisting and advocating on behalf of applicants or clients in their relationships with Iowa Vocational Rehabilitation Services (IVRS), Iowa Department for the Blind (DOB), or other groups funded under the Rehabilitation Act (as amended), by engaging in individual or systemic advocacy to pursue legal or administrative and other available remedies. This allows applicants and clients of the above-mentioned agencies to focus on their chosen employment goal and move towards self-sufficiency;
- In operating the Justice Data Warehouse (JDW), providing data resources to Legislative and Executive branch agencies and their staffs;
- Through operation of CJIS and supporting the CJIS Advisory Committee, enhancing justice system communication by electronically connecting local, state, and national justice system agencies, permitting the exchange of data, reduction in paper work, and the elimination of duplicate data entry;
- Working with other state agencies to provide program evaluation, monitoring services, and technical assistance under memoranda of understanding and federal grants ;

- Providing staff support to the Sex Offender Research Council and Public Safety Advisory Board to develop recommendations for more effective and efficient justice system policy in Iowa;
- Supporting a multi-sector and multi-agency effort to improve the effectiveness of services to girls in the juvenile justice system, and those at risk of becoming involved;
- Working to foster collaboration within the juvenile justice system by leading the Iowa Collaboration for Youth Development (ICYD), recently established statutorily in DHR to increase collaboration and cooperation among state agencies involved with youth. Since becoming a formalized council, ICYD Council members have agreed that the focal point for collaborative efforts should be a specific and aggressive goal for the state. In the first Annual Report, dated February 1, 2010, the ICYD Council identified the goal: ***By 2020 Iowa will increase the graduation rate from 89% to 95%***. It is with the understanding that several issues (*e.g.* substance abuse, family, employment, and mental health) prevent many youth from graduating from high school that the ICYD Council agencies work to address these issues as individual agencies and together as a team to maximize efficiency in state government by making the best use of existing resources so as to create substantial and lasting positive changes for Iowa's youth

With Private Sector:

- With Iowa's investor-owned utility companies, leveraging nearly \$5 million annually in funding for the Weatherization Assistance Program;
- With Iowa Credit Union Foundation, developing the Individual Development Account program (IDA) to promote asset development and financial literacy;
- With Iowa Utility Association, developing and funding a comprehensive annual Weatherization program evaluation;
- With the Iowa Community Action Association and local nonprofit agencies around the state, developing and delivering comprehensive board of director training to support effective non-profit board governance and oversight;
- With Iowa community action agencies, developing Iowa's Results Oriented Management and Accountability project;
- With Institute for Social and Economic Development (ISED) and local agencies, performing Earned Income Tax Credit outreach and tax filing for low income households.

Shared Services/ Administration

The Department's position in the organizational structure of state government contributes significantly to its success in achieving its goals to be a results-driven, customer-focused, collaborative agency that is accountable to citizens and policy-makers.

Low administrative costs

Administrative costs for programs administered by DHR are among the lowest administrative costs for these programs in any state in the country. Lower administrative costs result in more available resources to serve needy families and support community efforts. In addition, the Department of

Human Rights has historically maintained an indirect cost rate below the average for state agencies.

For example, the CSBG allows for 5% administration costs plus 5% discretionary administration cost. Iowa utilizes 4% for administration and 0% for discretionary administration. This puts DHR among the lowest administration costs in the country. Similarly, LIHEAP allows 10% administrative overhead, while the state has kept administration costs at less than 1% and local agencies below 10%.

Better Integration and Coordination of Services

DHR programs have developed joint application procedures, contracting processes, program planning, monitoring and reporting procedures, and grantee training and technical assistance efforts for all programs. Cross-trained staff within and between divisions, a “one-stop” philosophy for all programs at state level, and a variety of collaborative initiatives between divisions and offices in DHR have resulted in an agency that is non-bureaucratic, outwardly-focused, and customer driven. This is illustrated within the Division of Community Action Agencies, which has joint client applications for LIHEAP and Weatherization programs, unified data collection systems for programs that save at both state and local levels, and technical assistance efforts that address multiple programs.

Another example of coordination within the Department involves regular monitoring of federal funds that flow through CJJP to local entities. In recent years the bulk of funding from the Office of Juvenile Justice and Delinquency Prevention have been allocated to the eight judicial districts, and the districts, in turn, establish contracts or MOU’s with local treatment providers. Financial monitoring of these projects is a joint endeavor shared by DHR’s Central Administration fiscal staff and fiscal staff within CJJP. When issues arise pertaining to expenditure of grant funds, DHR Central Administration and CJJP fiscal staff work together to ensure that funds are spent in accordance with all appropriate requirements.

Shared services within DHR:

Central Administration performs centralized fiscal administrative functions on all state and federal grants, appropriations, and other funds for all divisions within the Department. These functions include annual on-site fiscal monitoring of grantees, audit reviews of all grantees, federal and state financial reporting, claims processing, and drawdown and disbursement of funds. Staff is cross-trained between divisions and programs to provide joint oversight and administration.

For example, local grantee audits are reviewed by one person in Central Administration. If the programs were not consolidated within DHR, local agencies would be required to send multiple audit reports to multiple state agencies (a cost increase to local grantees) and people from multiple state agencies would have to review the audits (a cost increase to the state). Additionally, rather than requiring multiple staff visits, when DHR performs fiscal monitoring of local grantees, staff monitor all DHR programs in one visit, resulting in fewer and more efficient visits for both the state and local agencies.

Emerging Issues/Opportunities

SAVE Program

The SAVE program has been implemented by only one state LIHEAP program (AZ). In AZ, SAVE is only used in very limited circumstances to provide proof of legal status for permanent resident aliens. SAVE is a more costly process that could also delay eligibility determination for households in need of emergency assistance (for instance, to forestall a utility shutoff or have an emergency delivery of fuel).

The LIHEAP program in Iowa implemented a new requirement in FY2011 to require that an applicant provide a social security number and verification of the number (provided through a SS card or other verification) for every member of the household. If any member of the household does not provide the required information, the household is not eligible for benefits. Iowa's policy is part of our required program integrity assurance in our LIHEAP State Plan and has been accepted by the federal Dept of HHS as an adequate safeguard against program fraud.

CJIS Infrastructure Funds:

In developing the CJIS project, CJJP has made use of federal and other grants, state infrastructure funds, and general funds. Because of a drop in General Fund support for in-house staff, CJJP has used infrastructure funds to contract with outside vendors to manage project development and support new information exchanges. These responsibilities could be fulfilled at much less cost if CJJP were allowed to use infrastructure funds to support in-house staff. Four new state positions would be required, but a savings of approximately \$500,000 per year would result.